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AGO D/A ltr, 29 Apr 1980

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DEPARTMENT OF THE ARMY  
OFFICE OF THE ADJUTANT GENERAL  
WASHINGTON, D.C. 20310

IN REPLY REFER TO  
AGAM-P (M) (16 Apr 68) FOR OT RD 681122

25 April 1968

SUBJECT: Operational Report - Lessons Learned, Headquarters, 41st  
Signal Battalion (CA), Period Ending 31 January 1968 (U)

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2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

*Kenneth G. Wickham*

KENNETH G. WICKHAM  
Major General, USA  
The Adjutant General

1 Incl  
as

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DEPARTMENT OF THE ARMY  
HEADQUARTERS, 41ST SIGNAL BATTALION (CA)  
APO 96238

SOCVNG-CA-OP

31 January 1968

SUBJECT: Operational Reports for Quarterly Period Ending 31 January 1968,  
Headquarters, 41st Signal Battalion (CA) RCS CSFOR-65 (UIC)

TO: Commanding Officer  
21st Signal Group  
APO 96240

References: a. United States Army Regulation 1-19, Subject: Operational Reports, Lessons Learned, dated 26 May 1966.

b. United States Army, Pacific Regulation 1-19, Subject: Operational Reports, Lessons Learned.

c. United States Army, Vietnam, Regulation 1-19, Subject: Operational Reports, Lessons Learned (RGS CSFOR-65), dated 8 February 1967.

d. 1st Signal Brigade (USASTRATCOM) Regulation 1-19, Subject: Operational Reports, Lessons Learned (RCS CSFOR-65), dated 20 March 1967.

SECTION I

Significant Organization on Unit Activities.

1. General:

a. Organizational structure of the battalion is shown in Inclosure 1.

b. The Battalion was operational during the entire reporting period, conducted on-the-job, and mandatory training, and was not engaged in movement except for small groups of 4 & 5 men teams.

c. LTC Charles C. Stringfellow assumed Command of the 41st Signal Battalion on 10 November 1967 when LTC Lester K. Tate received reassignment orders and rotated to CONUS. The Battalion Commander's policy of monthly command inspections of each subordinate unit was continued, with the Battalion Commander visiting each of the seven companies to include each isolated site and Vung Chua Mountain at least once every month. The Battalion Commander is accompanied by the Battalion Chaplain and the SQM on these command visits.

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68/122

d. The Battalion was without a Battalion Executive Officer for most of the reporting period due to the fact that LTC O'Brien (then MAJ) had to be transferred to An Khe, RVN to be the An Khe Area Signal Coordinator for the 1st Cav. Division. No replacement was available during this reporting period.

e. Other major changes within the staff sections which occurred during this reporting period were: Major James F. Potamos became S-3 on 19 Jan 68, replacing Capt F. Richard Bouchard who then became Asst. S-3. Capt. Henry L. Kelley, the former S-2, was replaced by 1LT Robert W. Reinhardt after Capt. Kelley assumed command of Headquarters and Headquarters Company. Capt. Richard TeKampe assumed the duties of S-4 on 21 Nov 67 when Capt. George Turner rotated to CONUS.

f. The Battalion R&R Program has continued to function smoothly with 95% allocations being used during this reporting period. No problems were encountered during this time.

g. Adequate promotion allocations are being received in grade E-4 through E-6. However, the MOS of 34C & 34D has caused concern within this command since these individuals are ineligible for promotion due to the MTOE not authorizing these MOS's. This condition exists although the equipment for which these individuals were trained is being utilized in this Battalion. This command is authorized to requisition this MOS but cannot promote in it. It is difficult to expect individuals in this MOS to maintain motivation and interest in their jobs because of this situation.

h. The Battalion presently has five non-appropriated fund clubs authorized. Construction of the new 41st Signal Battalion Officers Sundry Fund Club is near completion and will be open within the next reporting period.

## 2. Personnel

a. Significant shortages exist within the 41st Battalion in MOS 94B, 63B, 52A & 52C.

b. Critical MOS shortages within the Battalion are as follows:

<u>MOS</u>	<u>AUTH</u>	<u>ASG</u>	<u>SHORT</u>	<u>90D LOSSES</u>	<u>%SHORT</u>
94B20	14	7	7	2	50%
94A10	7	0	7	0	100
81A10	1	0	1	0	100
76Y20	8	3	5	3	62.5
76Y10	3	0	3	0	100
76Q20	1	0	1	0	100
76A10	9	1	8	0	89
72B10	28	1	27	27	96
71B30	7	2	5	0	71

<u>MOS</u>	<u>AUTH</u>	<u>ASG</u>	<u>SHORT</u>	<u>90D LOSSES</u>	<u>SHORT</u>
64B20	7	2	5	0	71
63C30	5	3	2	3	40
63B20	24	12	12	4	50
63A10	14	2	12	0	85
62E20	2	0	2	0	100
52D40	1	0	1	0	100
52C20	2	0	2	0	100
52A10	13	0	13	0	100
36E40	3	0	3	0	100
36C50	2	0	2	0	100
32Z40	1	0	1	0	100
31W20	10	3	7	1	70
05C40	19	8	11	0	58
05B40	4	0	4	0	100

c. Company B of the 41st Signal Battalion operates under GO 258, HQ USARPAC, 26 August 1965, plus 1st Signal Brigade Augmentation. This authorized organization has proven inadequate in light of operational commitments. MTOE 87E designed to bring authorized strength into alignment with operational strength and designated mission into alignment with operational mission, was forwarded for DA approval in December 1967.

### 3. Intelligence:

a. During this period there were no security violations resulting in compromise or possible compromise.

b. Personnel security clearance action for this period decreased. The following figures represent the clearance actions processed during an average month of this period.

#### (1) Validations

(a) Final Top Secret 4

(b) Final Secret 19

#### (2) Interim Clearance

(a) Top Secret 4

(b) Secret 2

#### (3) Crypto Access Authorized

(a) Top Secret (by 21st Op) 3

(b) Secret 15

#### (4) Local Record Checks Conducted 21

c. Clearance actions decreased this quarter to a relatively normal level. The replacement rate stabilized, and many of the incoming personnel had MOS's which did not require a security clearance.

d. The Battalion S-2 conducted inspections of each unit during this period. The inspections are intended to note the progress of physical security of various sites.

e. The physical security status of the various signal sites conforms to standards set by the Battalion and by higher headquarters. Normal rain damage was incurred during the period to sandbagged fortifications, and every effort is being made to keep up replacement of deteriorating walls. Security of Vung Chua Mountain signal site continues to improve.

#### 4. Operations:

a. During the reporting period the mission of the battalion continued as the operation and maintenance of mobile and semi-fixed communications facilities in the greater Qui Nhon and An Khe areas of Vietnam. However, preparations were in progress at the end of the period for a major realignment.

b. The 578th Signal Company was reorganized under MTO&E 11-47E during this reporting period. This introduced a heavy cable construction capability and enabled the company mission to be expanded to include projects throughout the I and II Corps Tactical Zones. Although the additional heavy equipment has not yet been received, several multi-pair cable construction jobs have been assigned and are in process.

c. Communications improvements in Qui Nhon centered around the activation on 4 November 1967 of a 2000 line dial central office and its associated outside plant. This has resulted in an efficient, highly reliable telephone system and the capability of furnishing adequate subscriber coverage.

d. Considerable progress has been made toward deactivation of the Qui Nhon local VHF site by use of multi-pair cable between Vung Chua Mountain and Qui Nhon and termination of system at Vung Chua Mountain. This will free tactical gear for redeployment as well as provide better supervision of operators by consolidation of equipment at the major site.

e. Completion of LOI 30-67, 41st Battalion, marks the only known instance in which a distribution system has preceded subscriber demands. This was accomplished by construction of a main feeder line during the build-up of the Long My depot area. Local distribution lines should be completed in time to absorb the subscriber requirement.



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f. An Khe, RVN, was also completely cut over to a dial telephone system thereby releasing several local area switchboards and upgrading service.

g. On 16 January the consolidation of carrier equipment and tech control on Hon Cong Mountain was completed. The Hon Cong facility is now a compact, well-organized package in a quonset hut, consisting of VHF radio and carrier equipment, patch panel-tech control facility, and electronic maintenance shop.

h. A second VHF system was established into LZ Two Bits at Bong Son from An Khe but the entire location was abandoned on 21 January and the landing zone evacuated.

i. A new network of systems was established by Company D, 36th Signal Battalion which included 12-channel VHF systems interconnecting An Khe, LZ English, LZ Uplift and Phu Cat Air Force Base.

j. Company B, 43rd Signal Battalion continued to provide communications support in the Charang Valley to include MACV Advisory Team 22. Notable expansion occurred in both the area mission with an influx of new units and in the advisor support mission with the arrival of the complete 22nd Advisory Team in their new cantonment area. Communications center and switchboard facilities were installed and additional VHF system activated to Vung Chua Mountain.

k. The interconnect wiring at Phu Cat Technical Control was improved by installation of a distribution frame and elimination of tactical type interconnections such as J-1077 junction boxes.

l. Company D, 459th Signal Battalion continued in its' mission of communications support in the Phu Tai Valley Area with the addition of some tactical communications support for the Republic of Korea Armed Forces. Significant growth is taking place in this area and the mission of the company can be expected to expand considerably. Throughout the period two VHF systems were maintained for the ROK Army in forward areas including one in which several tactical moves were made in a two week period.

m. The 41st Signal Battalion continued to provide data terminals at Qui Nhon, Phu Thanh and An Khe with improved efficiency and circuit reliability recorded at each facility. In addition a Univac 1004 has been prepared for activation in Qui Nhon which will further increase the capability of the existing data operation.

n. As the reporting period ended, the entire Battalion was involved in preparation of equipment and personnel for immediate deployment. The degree of response within a battalion accustomed to a semi-fixed status of operation was commendable. All equipment not previously committed which was demanded, was prepared, loaded, checked and manned in time to meet any transportation requirement placed on the organization.

c. Operational control of tactical tropospheric scatter and microwave personnel and equipment in the Battalion's area of operations was transferred to the 41st Signal Battalion during the reporting period. This move involved Detachment #1, 362nd Signal Company with a total of one officer and fifty six EM and Detachment #2, 518th Signal Company with a total of one officer and six men on Vung Chua Mountain. Detachment #10, 518th Sig Co with a total of one officer and seven EM operate the Qui Nhon Microwave Site. A Detachment from 362 Signal Company with a total of sixteen EM on Camp Radcliff, An Khe.

## 5. Training:

a. On-the-job training and cross training of personnel in VHF, microwave, cable construction, and switchboard operation continues throughout the battalion.

b. Familiarization firing of those units not completing this requirement earlier was accomplished during this period with emphasis on individual weapons, M60 machine guns, and M79 grenade launchers. This was accomplished despite the lack of a U.S. Forces range in Qui Nhon which necessitated transporting troops to an outlying area.

c. The battalion aviation section continued an ambitious training program to maintain weapons and crew proficiency. The aviation training and standardization program is continuing with the desired results of higher proficiency and performance of all aviators.

d. Formal schools under the auspices of the 1st Signal Brigade attended by this battalion's personnel were:

- (1) KY-28 Limited Maintenance Training
- (2) Cable Splicers School
- (3) Radio Relay AN/TRC-24, AN/GRC-50 Operator School
- (4) MSQ-73 School
- (5) AN/GRC-106 Operator School
- (6) IFM 1013 Maintenance Training
- (7) Officers Troposcatter Orientation Course

## 6. Logistics

a. The S-4 Section during the last quarter has achieved a greater operational effectiveness due to the addition of certain key personnel who can focus their specialized efforts on Battalion problem areas. Main problem areas existing in the Battalion are the high generator deadline rate and the high PLL zero balance percentage.

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b. The addition of a Warrant Officer generator specialist to the Bn. power section has created a more positive attitude toward generator maintenance and has aided to alleviate the high deadline rate in this area. A team consisting of the Power Maintenance Officer and qualified generator mechanics, together with a PLL/log book reviewer has visited each unit to assist in reducing the deadline of generators.

c. Under the supervision of the recently assigned CW3 Supply Technician, units have been directed to establish Unit Supply SOP's to include PLL procedures. These SOP's will be reviewed at the Battalion S-4 and be returned with comments and suggested improvements. Unit PLL's have been updated and are current as of 9 January 1968. Current TM's have been obtained or placed on order. Battalion directives and those of higher headquarters are being reviewed by the Supply Technician. Battalion directives are being revised in an effort to make them current with existing policies and directives to include interpretations and fixing responsibilities. Classes in PLL management have been held and are planned for the future.

d. In the past quarter, several attachments have been acquired. Attachments from the 518th Sig Co and 362 Sig Co operating signal facilities at Vung Chua Mt, Qui Nhon and Phu Cat have fallen within this Battalion S-4 responsibility for maintenance and logistical support. These attachments have produced unique and numerous problems in maintenance, supply, and equipment reporting areas. These problems have been met and for the great majority have been solved and eliminated.

e. The Bn. Motor Section and Electronic Maintenance Sections continue to operate smoothly in handling consolidated loads. Their efforts have resulted in an extremely low deadline rate in both Motor Vehicles and Communications equipment. Both areas are well below the established deadline goals and stand at 3% and 2% respectively.

f. With an increase of command assistance together with the constant efforts of the units, a great deal of progress has been achieved in the last quarter in problem areas. A good team effort has been accomplished throughout the Battalion and this effort should increase even more in the future to remove old problems and to meet and correct new ones. Evidence of this team effort is that after one unsatisfactory rating for the first CMI inspection, this battalion during the last quarter went on to satisfactorily pass all subsequent CMI inspections.

## 7. Aviation:

a. The aviation section was operational during the entire reporting period, providing support to the three northern signal battalions of the 21st Signal Group (USASTRATCOM).

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b. During this reporting period, the aviation section flew 342 accident free hours, transported 1496 passengers and 44,500 pounds of cargo and accomplished 323 missions for the three supported battalions.

c. Operational capability of this section has been greatly reduced by the shortage of aviators and the loss of its fixed wire capability.

SCCVNG-CA-QN

31 January 1968

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968  
Reports Control Symbol CSFOR-65

## SECTION II

### Commander's Observations and Recommendations

#### Part I Observations (Lessons Learned)

##### a. Personnel

##### Personnel Slots

##### Item: Promotable Slots for Enlisted Personnel

**Discussion:** The missions and capabilities of communications organizations in Vietnam are constantly changing. At this time personnel requirements for new facilities and missions not covered by TO&E authorization are filled by special augmentations which cannot be used as a basis for promotion. The only way to acquire the promotable slots is to submit an MTO&E incorporating them into the unit organization. Delays in approval of MTO&E's cause significant periods of time to elapse during which personnel have no opportunity for promotion. In February, 1967, a company submitted an MTO&E projected through the end of the fiscal year. In August 1967 this company was given the mission of installing and operating a data facility. Approval of the company MTO&E was announced in November 1967 but no allowance had been made for the data section. Another MTO&E was submitted in December 1967 but it is doubtful that this will be approved earlier than the summer of 1968. It is possible that a man could serve an entire tour in the Republic of Vietnam with no opportunity for promotion.

**Observations:** Several severe cases of unhappiness have occurred and definite detriment to troop morale is apparent in situations where promotion opportunity is absent. In this time when opportunity for rapid promotion is the by-word of the Armed Forces it is difficult to require young men to serve without benefit of tangible reward. In addition, many of these jobs are part of the upgrade of communications beyond the capability of TO&E organizations so that the personnel involved are often the highly-skilled, above-average products of the newest and finest training available. It is a contradiction to compromise the ability of these men in this manner.

##### b. Operations

##### Dial Switching Equipment

##### Item: Protection of Dial Telephones Switching Equipment

**Discussion:** During the installation of the dial telephone exchange build-

ing, the "XY" switches were put in place nearly five (5) months prior to the activation of the dial system. During this period of idleness, the switches collected foreign matter and corrosion, thus significantly reducing their effectiveness and reliability. Had these switches remained packaged, and thus protected, until a week or two prior to activation, many switching difficulties would have been eliminated.

Observation: Sensitive and delicate electronic component parts of a dial central office should remain packaged and protected until the last possible moment.

Item: Wearing Tennis Shoes in the Dial Central Office.

Discussion: The tropical combat boots issued in Vietnam have proven nearly ideal dirt carriers due to the design of the sole. By prohibiting personnel who work within the exchange building from wearing these boots while on the job, and supplying them with clean tennis shoes to wear, the reliability of delicate switching devices has been significantly enhanced; in general, maintenance problems have been considerably reduced.

Observation: Reduce maintenance by increasing cleanliness in DCO's.

#### Outside Cable Plant Construction

Item: Integration of old and new Cable Lines

Discussion: During the construction stage of the outside cable plant for the Qui Nhon Dial Central Office, the old cable was integrated with newly laid cable. This proved to be an error. The necessity of maintaining existing subscriber service precluded the complete and thorough testing of the cable plant prior to the cut-over. The unknown and unforeseen problems not only delayed the cut-over, but have remained a constant source of trouble.

Observation: Newly constructed outside plant should be fully tested and accepted prior to splicing in of existing plant facilities which also must be tested to guarantee that they are good enough for absorption into the new plant. thorough coordination with local telephone personnel is also necessary to avoid disrupting existing service.

#### Safeguarding Telephone Installation Trucks

Item: Building enclosed shelters on 3/4 ton truck beds.

Discussion: Theft from cable and telephone installation vehicles parked at working sites had been a major problem. This problem has been solved by building

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enclosed shelters on the 3/4 ton vehicles used by these teams.

Observation: To reduce the threat of theft from installer vehicles parked at working sites it has been found useful to build enclosed shelters on truck beds.

### Radio Frequencies

Item: Lack of Frequency Utilization Control

Discussion: A serious problem is becoming apparent due to the lack of a centralized frequency management in the Republic of Vietnam. VHF systems receive frequent interference from use by other signal units of the same or close frequencies. The greatest interference, however, arises from VHF frequencies utilized by air craft.

Observations: High quality, reliable multi-channel communications systems cannot be provided when plagued by frequency interference. Local units do not have the information or authority to perform complete frequency coordination with the many organizations utilizing common frequency bands.

#### c. Training and Organization

### Cable Splicing

Item: Training of Cable Splicers

Discussion: The steadily increasing multipair cable distribution plant in the battalion area has created a tremendous need for personnel capable of splicing multipair cable. Authorizations for these personnel have not kept pace with the demand so that a training program has been made necessary.

Observations: The 36E20 MOS has been demonstrated to be exceptionally adaptable to on-the-job training. Any individual of average intelligence can master the fundamentals by assisting an experienced cable splicer. A few hours of theoretical type training then suffices to produce an able cable splicer.

#### d. Intelligence

### Security Clearances

Item: Processing of Personnel for Security Clearances

Discussion: A considerable percentage of the personnel in a signal battalion require a security clearance of one degree or another. Due to the dispersed attitude of such a unit it is difficult to process a man for this if the need does not exist at his arrival but arises later on.



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Observation: To avoid unnecessary travel and hardship should a need arise to process a security clearance each individual is interviewed and a local files check conducted as part of the incoming processing. A card is then maintained on the man, and, if at any time during his tour a question of security clearance arises, information is immediately available to determine exactly what information or paperwork is necessary.

e. Logistics

Closed Loop Program

Item: Replacement of Worn Out Equipment

Discussion: A great deal of the electronic equipment employed in the Vietnam communications system has been in constant use for lengthy periods of time. It is impossible to maintain peak performance indefinitely with this equipment.

Observation: The activation of the Closed Loop Program for replacement of old equipment is one of the most significant contributions being made to continue high quality communications for the Allied Forces in Vietnam.

Logistical Support of Signal Site

Item: Establishment of a supply organization at the VCM Signal Site.

Discussion: This unit had been experiencing considerable difficulty in providing first-rate logistical support to the mushrooming signal site on Vung Chua Mountain. The rapidly expanding, extremely diverse, and high organization at the site itself. This program was carried out; the result has been a significantly enhanced logistical support of the site.

Observation: Major signal sites should have their own logistical support system to the extent of having a supply organization and storage areas.

Adjusting Teletype Relays

Item: Adjusting Sigma 72 and Hart relays on teletype equipment.

Discussion: The objective was to achieve a means of adjusting Sigma 72 and Hart relays to provide the best possible teletype signal, to reduce distortion of signals in order to minimize traffic garbling. This was accomplished by building mobile cart and mounting both the USM-81 Dual Trace Oscilloscope and the relay on the test set and being able to observe the signal produced by the relay on the oscilloscope. This resulted in a more precise adjustment of relay contacts which in turn provided a less



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distorted signal and clearer traffic, as well as increase in the effective life of the relay.

Observation: Mounting of relay test equipment on a mobile cart makes possible more accurate adjustment of relays on teletype equipment.

### Electron Tubes

Item: Checking of electron tubes

Discussion: In the past many instances have occurred in which organizational maintenance personnel have replaced defective electron tubes with new tubes which are improper for use thus causing added defects and loss of time and parts.

Observation: Organizational and direct support maintenance time has been greatly reduced by increased emphasis on the checking of all tubes in a piece of equipment before trouble shooting that piece of equipment to determine defects.

### Repair Parts

Item: Non-availability of repair parts

Discussion: Units have been encountering significant difficulty in obtaining repair parts necessary to perform mission maintenance. It took too long to obtain requested parts. Depot rejected numerous requisitions and follow-ups though they indicated requests were filled but not received at the requesting agency.

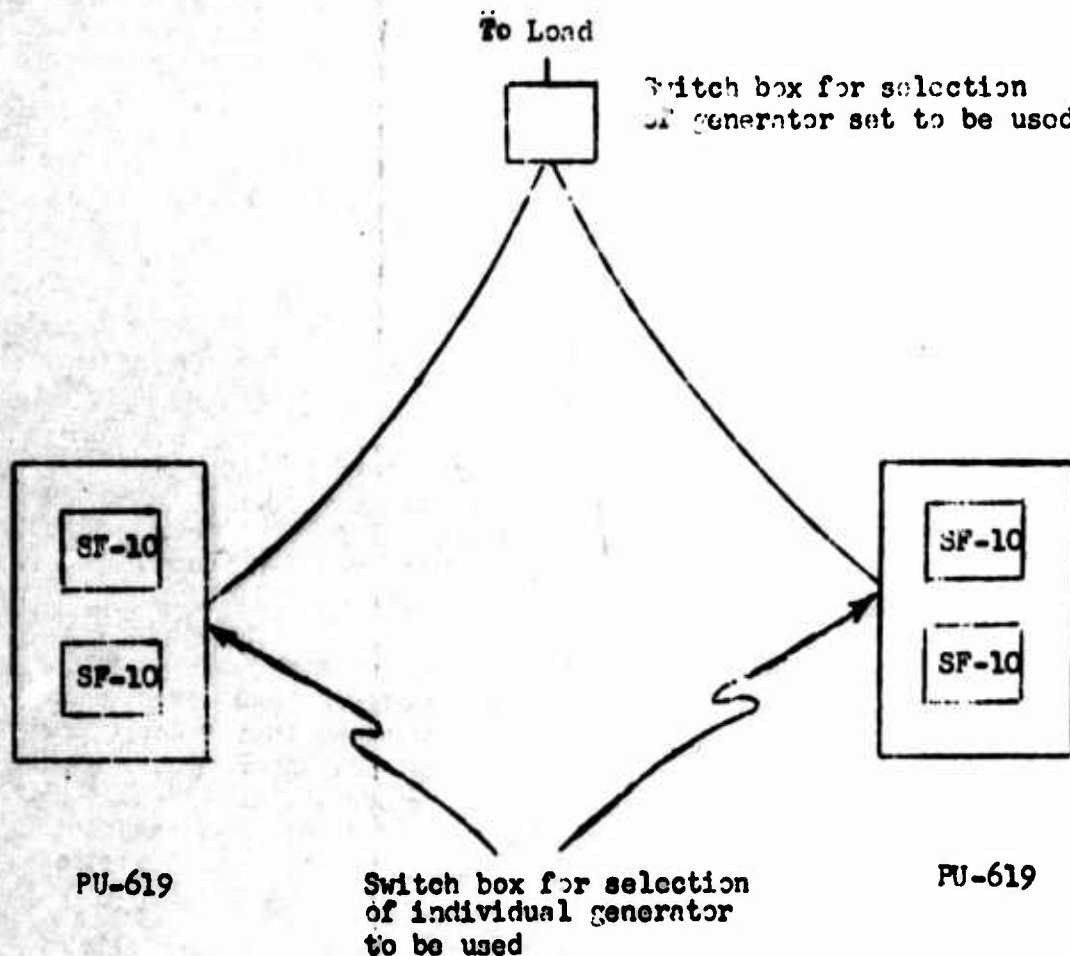
Observation: In looking into this problem it was discovered that some fault did exist at the depot concerned. Some confusion had developed in the movement of storage areas. It was also discovered that a large part of the fault lay within our own realm of responsibility. PLL clerks were not familiar with the procedures outlined in Section VI, AR 735-35. PLL listings were incorrect or incomplete. Current TM's were not on hand or were outdated and responsibilities for reporting additions, deletions, or changes were not fixed.

### Power Switching

Item: Switch box requirement at signal sites.

Discussion: The long operating periods of tactical generators at semi-fixed signal sites often require a capability to switch not only from one power source to another on the same trailer but to another set entirely.

**Observation:** Breakdowns of equipment, maintenance down time, and other considerations sometimes prevent the use of both generators in one set. At such times, rather than use one generator for an excessively long period of time, it is worthwhile to introduce a double switching set-up so that a switch is available not only to alternate between generators of a set but to alternate between sets. This may be accomplished simply by running the power cords from the switchboxes of two sets of generators into a separate switch box prior to connection to the equipment. An example of this is shown in Figure I below in which proper throwing of switches allows immediate access to any one of four power units without disconnecting and re-terminating power cables.



**FIGURE I**  
Switching configuration to access Four Cover Units

#### Part II: Recommendations (Lessons Learned)

a. Operation of new facilities such as data terminals and dial central offices which are beyond the TO&E capabilities of signal organizations should be operated on a TDA basis. TDA's could be written for a type facility and upon activation of such an operation order could be

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cut establishing it and providing promotable slots immediately. This action would provide the operating personnel some opportunity for promotion.

b. Sensitive and delicate electronic component parts of a dial central office should remain packaged and protected until the last possible moment before activation of the system.

c. Personnel working around delicate switching devices in a dial central office should change their boots and wear clean shoes inside.

d. Extreme care should be taken in tying a new cable distribution plant to existing cable. Extensive testing is necessary along with thorough coordination to avoid disrupting service.

e. In the absence of commercial type telephone installer vehicles some type of shelter or storage boxes should be utilized on standard Army vehicles to secure equipment from theft.

f. A central control needs to be established to provide thorough frequency coordination.

g. Cable splicing training should be undertaken by all units programmed to utilize multipair cable. The presence of one good splicer can be capitalized on to produce a capable splicing section through an on-the-job training program.

h. A local files check and security record on each individual as part of in-processing will save many hours later on if a need arises for a security clearance.

i. Expand and continue the closed Loop Program in the Republic of Vietnam.

j. Establish supply rooms and furnish supply personnel to major signal sites to coordinate the complex supply functions of these locations.

k. Mounting of relay test equipment on a mobile cart makes possible more accurate adjustment of relays on teletype equipment without removing it from the operating position.

l. Close supervision and training of less experienced maintenance people must be maintained in order to avoid improper replacement of electron tubes which can cause additional defects.

m. Continuous emphasis must be placed at battalion level on supply sections to establish unit supply SOP's and PLL procedures.

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Emphasis must be placed on requisitioning only valid PLL items in order to keep the great quantities of needless requisitions out of supply channels. This will insure expedient processing and filling of needed requisitions.

n. A double switching set-up can be useful at semi-fixed signed sites employing tactical generators. By connecting the power cables from the switch boxes of two sets of generators into a third switch box a configuration can be achieved whereby the power of any one of four units can be obtained by switching with no lost time allowing adequate capability for generator down time and maintenance.

Incl

1. Battalion Organization Chart

*Charles C. Stringfellow*  
CHARLES C. STRINGFELLOW  
LTC, SigC  
Commanding

Copies Furnished:

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- 1 - CG, USASTRATCOM-PAC, Schofield Barracks, Hawaii, APO 96557

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SCCVNG-OPT (31 Jan 68) 1st Ind  
SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968,  
From Headquarters, 41st Signal Battalion (CA) (RCS CSFOR-65)  
UIC: WCEFAA

HEADQUARTERS, 21ST SIGNAL GROUP, APO 96240 28 February 1968

THRU: Commanding General, 1st Signal Brigade (USASTRATCOM), ATTN: SCCVOP,  
APO 96384

THRU: Commanding General, USARV, ATTN: AVHGC-DH, APO 96375

THRU: Commander in Chief, USARPAC, ATTN: GPCP-OT, APO 96558

TO: Assistant Chief of Staff for Force Development, Department of the  
Army (ACSFOR-DA), Washington, D.C. 20310

1. Transmitted herewith is one copy of , Headquarters, 41st Signal  
Battalion Report, Subject: Same as above.

2. Concur in the Commander's observations and recommendations with  
the following comments and/or exceptions:

a. Reference SECTION I, para 6b: Command emphasis on proper first  
echelon maintenance and proper training of all personnel have contributed  
to the lowered generator deadline rate during the quarter.

b. Reference SECTION I, para 6f, two command maintenance inspec-  
tions were conducted by 21st Signal Group during the quarter, and the battalion  
received satisfactory ratings during both inspections. This reflects command  
interest taken in following proper maintenance procedures.

c. Reference SECTION II.

Item: Protection of dial telephone switching equipment: It is  
essential that measures be taken to protect delicate items when there is a  
delay/deferment in installation of dial switching equipment. Sensitive and  
delicate electronic components should remain packaged, and protected from the  
weather until ready for use. After these items are installed, maintenance  
should be properly scheduled, to prevent switching difficulties.

d. Reference SECTION II, Item: Radio Frequencies. Frequency  
coordination has been initiated with IFFV and plans are to extend coordination  
with other major frequency users in the 21st Signal Group area of responsibil-  
ity. Command emphasis continues to be placed on immediate identification and  
reporting of frequency interference.

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SCCVNG-OPT (31 Jan 68)

1st Ind

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968,  
From Headquarters, 41st Signal Battalion (CA) (RCS CSFOR-65)


UIC: WCKFAA

e. Reference SECTION II, Item. Wearing Tennis Shoes in the Dial Central Office. The existence of dirt, dust, and condensation cause serious problems, and reduce the reliability of delicate switching devices in dial telephone exchanges. Maintenance problems have been considerably reduced, due to the emphasis shown toward cleanliness. It has been proven that tennis shoes, or a cover for the footgear, worn in the telephone exchange will reduce maintenance problems.

f. Reference SECTION II, Item: Replacement of Worn Out Equipment. 21st Signal Group is utilizing the assets of the closed loop program quite extensively. Many components and end items have been exchanged, thus reducing deadline rates, and the maintenance burden of the units.

g. Reference SECTION II, Item. Logistic Support of Signal Sites. It would be desirable to operate a logistical support activity on major signal sites. However, this headquarters does not have the required operation personnel and equipment. Stringent management of available resources will reduce support problems.

3. The report is considered adequate.

  
JACK H SABATA  
ITC, SigC  
Commanding

SCCVOP (31 Jan 68)

2d Ind

SUBJECT: Operational Report for Quarterly Period ending 31 January 1968,  
from Headquarters, 41st Signal Battalion (CA), (RCS CSFOR-65)  
(WGERAA)

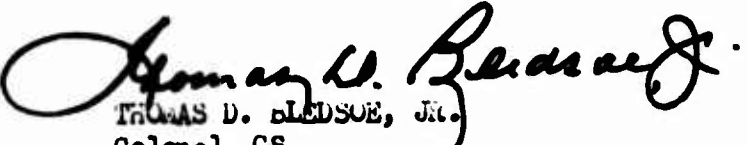
DA, HQ, 1st Sig Bde (USASTRATCOM), APO SF 96384 11 MAR 1968

TO: Commanding General, United States Army Vietnam, ATTN: AVHGC-DH,  
APO 96375

Commanding General, United States Army Strategic Communications  
Command, ATTN: SCCOP, Fort Huachuca, Arizona 85613

1. Subject report is forwarded for your information.
2. Concur in the Commander's observations. The following additional comments are provided with respect to Section I and Section II, Part I (Observations).
  - a. Item: Personnel Shortages, paragraph 2, page 2. Personnel shortages in MOS's listed are partially offset by balances and overages within other skill levels in the same or a related MOS. Additionally, the 21st Signal Group is overstrength in some MOS's in which the 41st Signal Battalion is short, indicating that redistribution of group assets would help alleviate the problem.
  - b. Item: Promotable Slots for Enlisted Personnel, page 9. All units of this command have authority to promote against currently pending authorization documents in accordance with 1st Signal Brigade unclassified message SCCVPT-PH 101765 dated 27 January.
  - c. Item: Protection of Dial Telephone Switching Equipment, page 9. There is no electronic equipment associated with XY Dial Central Offices (DCO's), only electro-mechanical components. The phasing of the DCO contract installation and the outside plant upgrade is the critical item. Holding up a DCO installation for an outside plant upgrade would not be economically feasible.
3. Concur in the Commander's recommendations.

FOR THE COMMANDER:

  
THOMAS D. BLEDSOE, JR.  
Colonel, GS  
Chief of Staff

AVHGC-DST (31 Jan 68)

3d Ind

SUBJECT: Operational Reports for Quarterly Period Ending 31 January 1968,  
Headquarters, 41st Signal Battalion (CA) RCS CSFOR-65 (UIC)

HEADQUARTERS, US ARMY VIETNAM, APO San Francisco 96375 3 MAR 1968

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-DT,  
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 January 1968 from Headquarters, 41st Signal Battalion (CA) (WCEFAA) as indorsed.

2. Concur with report as indorsed. Report is considered adequate.

3. A copy of this indorsement will be furnished to the reporting unit through channels.

FOR THE COMMANDER:

*Charles A. H. H.*  
Major, AGC  
Assistant Adjutant General

Copy furnished:

HQ, 1st Sig Bde (USASTRATCOM)

HQ, 41st Sig Bn (CA)



23  
GPOP-DT (31 Jan 68) 4th Ind

SUBJECT: Operational Report for the Quarterly Period Ending 31 January  
1968 from HQ, 41st Sig Bn (CA) (UIC: WCEFAA) (RCS CSFOR-65)

HQ, US Army, Pacific, APO San Francisco 96558 25 MAR 1968

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

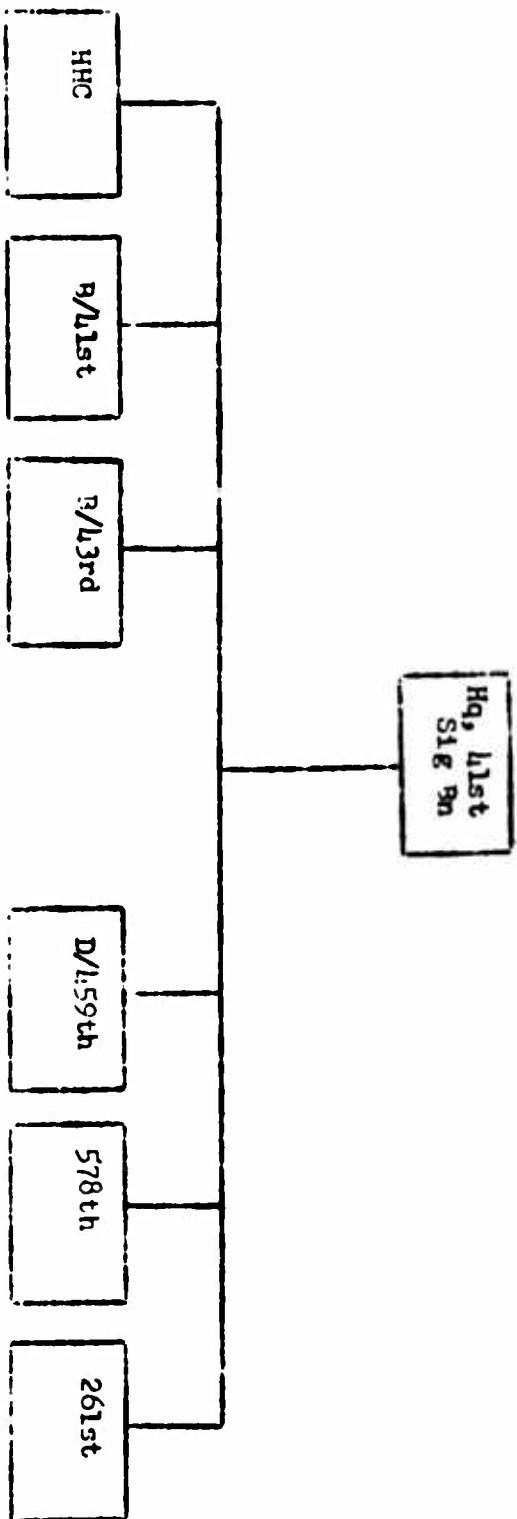
This headquarters has evaluated subject report and forwarding indorse-  
ments and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:



K. F. OSBOURN  
MAJ, AGC  
Asst AG

1st Signal Battalion Organizational Chart



UNCLASSIFIED

Security Classification

## DOCUMENT CONTROL DATA - R &amp; D

(Security classification of title, body of abstract and indexing annotation must be entered when the overall report is classified)

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